

State of Alaska FY2008 Governor's Operating Budget

Department of Corrections Institution Director's Office Component Budget Summary

Component: Institution Director's Office

Contribution to Department's Mission

Provides overall leadership to support the incarceration and supervision of in-custody offenders.

Core Services

Plan, direct, organize and control activities of the Division.

End Results	Strategies to Achieve Results
<p>A: The public is safe from offenders in the Department's custody.</p> <p><u>Target #1:</u> Reduce the number of prisoners who abscond from Community Residential Centers.</p> <p><u>Measure #1:</u> The number of prisoners who abscond from Community Residential Centers.</p> <p><u>Target #2:</u> Reduce the number of prisoners who escape from correctional facilities.</p> <p><u>Measure #2:</u> The number of prisoners who escape from correctional facilities.</p>	<p>A1: Institutions are fully security equipped and fully staffed with trained officers.</p> <p><u>Target #1:</u> Increase the number of filled correctional officer positions at all institutions.</p> <p><u>Measure #1:</u> Number of filled correctional officer positions.</p>
End Results	Strategies to Achieve Results
<p>B: Successful re-entry of released prisoners.</p> <p><u>Target #1:</u> Increase number of offenders currently without a high school diploma or General Education Development (GED) who receive a GED while in custody.</p> <p><u>Measure #1:</u> Number of offenders receiving a GED while in custody.</p> <p><u>Target #2:</u> Increase the number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.</p> <p><u>Measure #2:</u> Number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.</p> <p><u>Target #3:</u> Increase the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.</p> <p><u>Measure #3:</u> The amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.</p> <p><u>Target #4:</u> Increase the percent of graduates of the Residential Substance Abuse Treatment (RSAT) program released on furlough, probation, or parole that follow aftercare recommendations when checked at the six month marker following release from incarceration.</p>	<p>B1: Increase behavioral interventions and referrals.</p> <p><u>Target #1:</u> Increase the number of offenders currently without a High School Diploma or General Education Development (GED) who receive a GED while incarcerated.</p> <p><u>Measure #1:</u> Number of offenders who receive a GED while incarcerated.</p> <p><u>Target #2:</u> Reduce the percent of average vacant beds in the Residential Substance Abuse Treatment (RSAT) programs by 5%.</p> <p><u>Measure #2:</u> Percent of average vacant beds in the Residential Substance Abuse Treatment (RSAT) programs.</p> <p><u>Target #3:</u> Increase the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.</p> <p><u>Measure #3:</u> The amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.</p> <p><u>Target #4:</u> Reduce the percent of furlough, probation, parole revocation involving dirty urine analysis (UA) for graduates of the Residential Substance Abuse Treatment (RSAT) programs when checked at the six-month marker following release from incarceration.</p>

Measure #4: Percent of graduates of the RSAT program released on furlough, probation, or parole that follow aftercare recommendations when checked at the six month marker following release from incarceration.

Measure #4: Percent of furlough, probation, parole revocation involving dirty UA's for graduates of the Residential Substance Abuse Treatment (RSAT) programs when checked at the six-month marker following release from incarceration.

Major Activities to Advance Strategies

- Continue Director's audits and security inspections of facilities.
- Negotiate and enforce contracts for housing offenders with same standards of care as in Alaska Department of Corrections.

FY2008 Resources Allocated to Achieve Results

FY2008 Component Budget: \$1,091,400

Personnel:

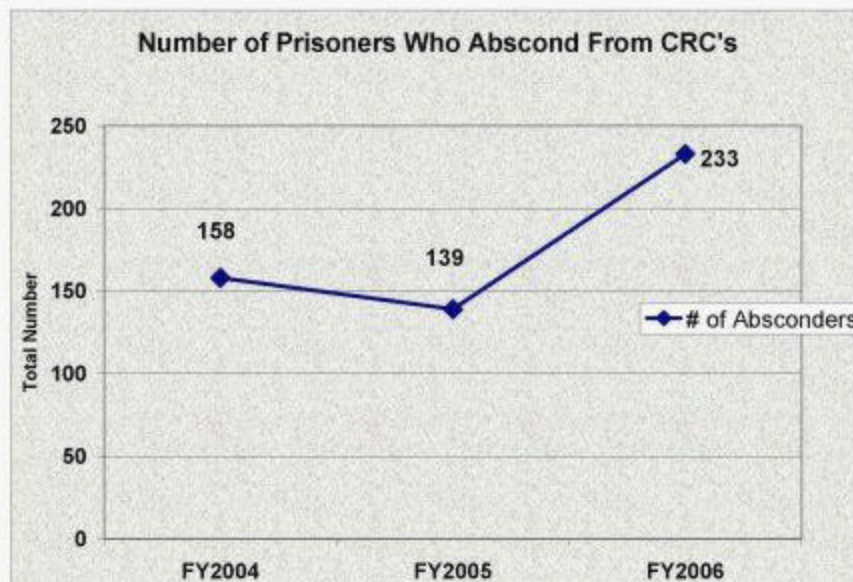
Full time	5
Part time	0
Total	5

Performance Measure Detail

A: Result - The public is safe from offenders in the Department's custody.

Target #1: Reduce the number of prisoners who abscond from Community Residential Centers.

Measure #1: The number of prisoners who abscond from Community Residential Centers.

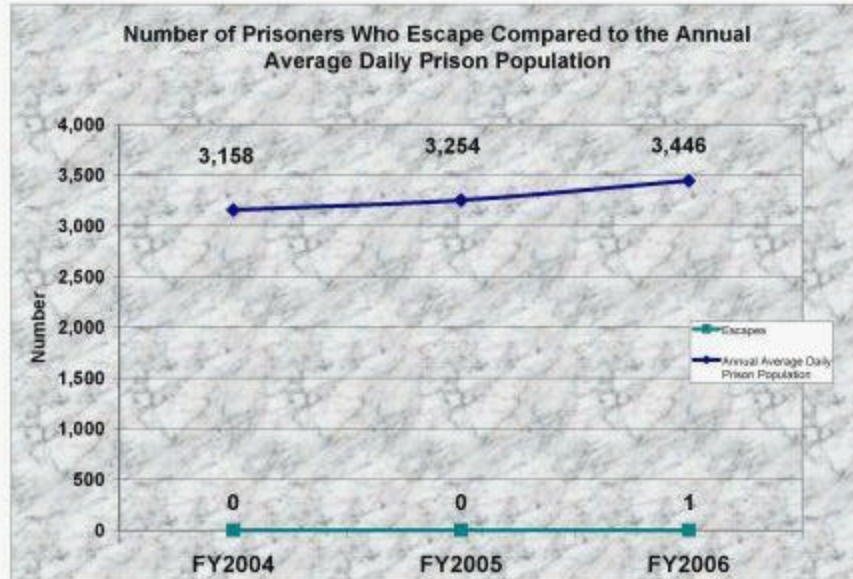


Analysis of results and challenges: The total number of prisoners who absconded in FY2006 from Community

Residential Centers (CRCs) was 233. This is an increase of 94 from FY2005. A prisoner at a CRC can abscond easily while they are going to treatment or completing community work service. The strategy to reduce the number of absconders from the CRCs in FY2006 included increased audits of the facilities to monitor staffing levels and security. These audits are currently underway and will continue in FY2007. Certain CRC vendors reduced staffing levels below those outlined in the CRC Standards (published in 2005). The department believes this change is reflected in the increase in absconders.

Target #2: Reduce the number of prisoners who escape from correctional facilities.

Measure #2: The number of prisoners who escape from correctional facilities.

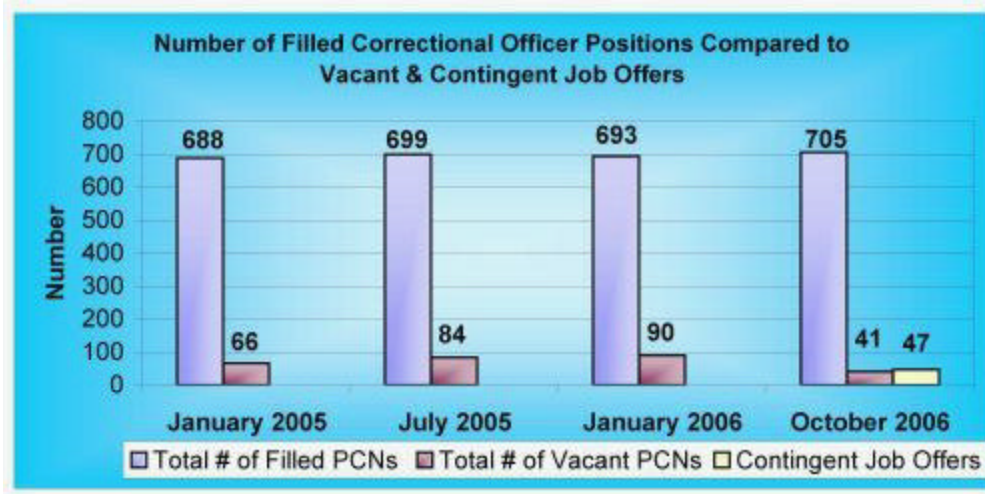


Analysis of results and challenges: The total number of escapes from correctional facilities in FY2006 was one. This escape was from the Point MacKenzie Correctional Farm on November 7, 2005. The prisoner was apprehended immediately after the escape and placed in Anchorage Correctional Center. Point Mackenzie Correctional Farm is a minimum security facility and is set up in similar ways to a Community Residential Center or halfway house. Prisoners are under supervision of correctional officers while they work on the farm. To be placed here prisoners are required to have a good prison record and show evidence of rehabilitation.

A1: Strategy - Institutions are fully security equipped and fully staffed with trained officers.

Target #1: Increase the number of filled correctional officer positions at all institutions.

Measure #1: Number of filled correctional officer positions.

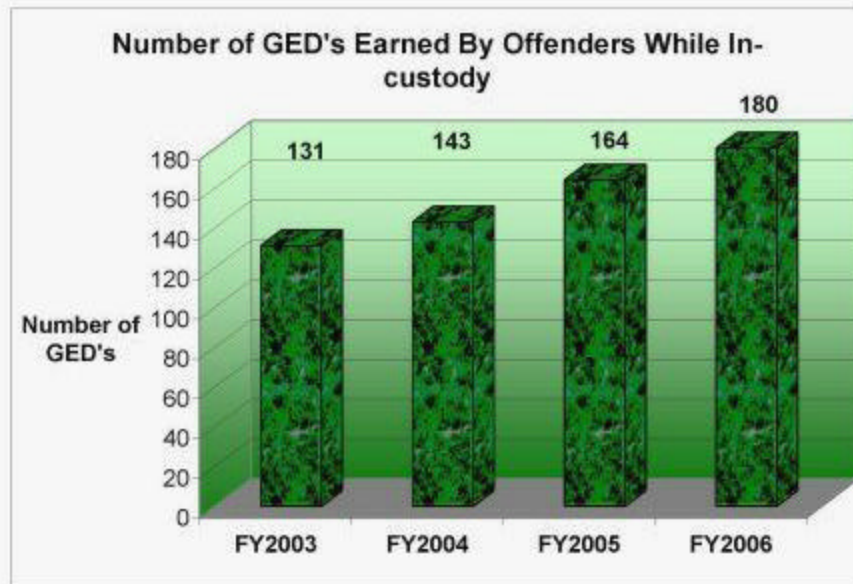


Analysis of results and challenges: The department is achieving its target of increasing the number of filled correctional officer positions at all institutions. This measure accounts for only correctional officer I / II / III's. The department has had a difficult time hiring and retaining correctional officers. The department and the Special Recruitment Unit in the Department of Administration have instituted streamlined recruitment and hiring processes to shorten the amount of time from application to employment. A recruitment campaign to increase the pool of available applicants is continuing in an effort to recruit for new employees. In October 2006 10 additional correctional officer positions were added due to increased inmate populations. As of October 4, 2006, the department has in excess of 45 contingent job offers to eligible applicants.

B: Result - Successful re-entry of released prisoners.

Target #1: Increase number of offenders currently without a high school diploma or General Education Development (GED) who receive a GED while in custody.

Measure #1: Number of offenders receiving a GED while in custody.

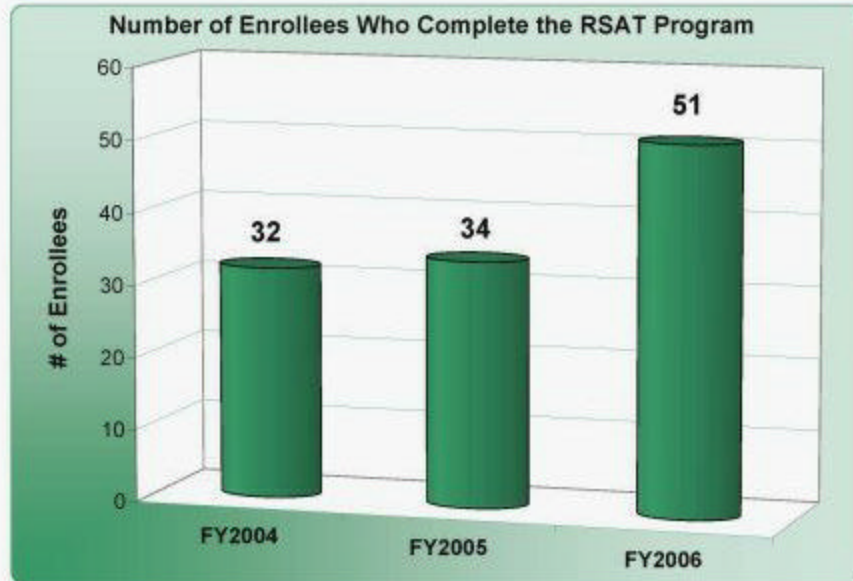


Analysis of results and challenges: The department is achieving the target of increasing the number of offenders who receive a General Education Development (GED) diploma while incarcerated. In FY2006 the total number of offenders who were incarcerated and received a GED was 180. This is an increase of 16 offenders from FY2005. One challenge the department faces with trying to increase the number of offenders who earn their GED is to identify offenders who have not earned their GED or High School Diploma, since education is self reported by the offender.

Beginning in FY2007 the department identified one position to proctor all GED tests in the south-central region. This change will allow the instructors more time to focus on the delivery of education services. The department anticipates that this change will increase the number of offenders who received their GED while incarcerated.

Target #2: Increase the number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.

Measure #2: Number of Residential Substance Abuse Treatment (RSAT) enrollees completing the RSAT program.



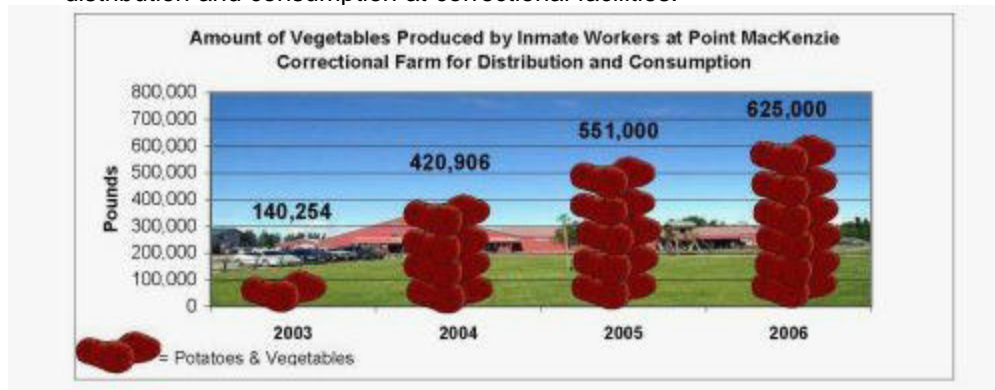
Analysis of results and challenges: The department is achieving its target of increasing the number of Residential Substance Abuse Treatment (RSAT) enrollees completing the program. In FY2006, 51 enrollees completed the RSAT Program, which is up from 34 enrollees completing the program in FY2005. The annual average will fluctuate since the program requires 6 to 12 months to complete. The RSAT Program is open-ended, meaning inmates are admitted individually and discharged based on individualized plans. There are 74 beds available in the RSAT program.

In FY2006, on occasion there were a small number of empty beds in the Men's Wildwood Correctional Center RSAT Program. A treatment bed may be held for an inmate who is awaiting transportation from another facility. There is no shortage of men needing the program or willing to enter it.

In FY2006 the Women's Hiland Mountain Correctional Center RSAT Program was fully staffed. The correctional staff and treatment staff have worked very hard to establish incentives that are meaningful to the women offenders. The program is now perceived by the inmates as less punitive. Also, the department has slowed down the beginning phase of the program to give women more time to adjust to the expectations of the therapeutic community.

Target #3: Increase the amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.

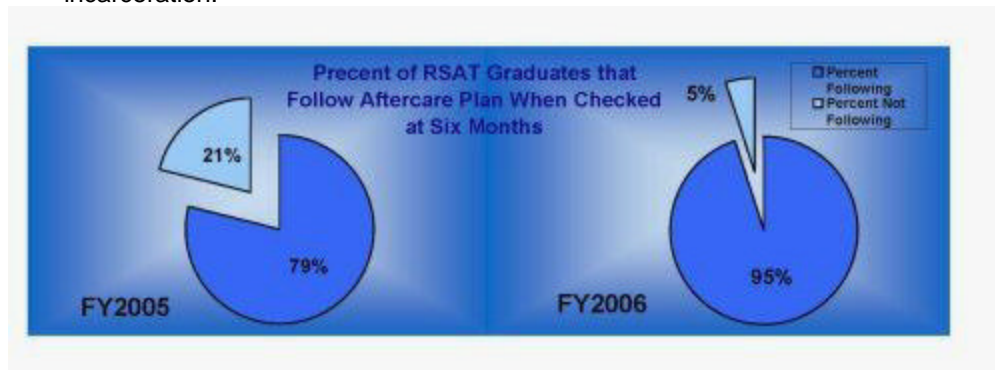
Measure #3: The amount of vegetables produced by inmate workers at Point MacKenzie Correctional Farm for distribution and consumption at correctional facilities.



Analysis of results and challenges: The department is achieving the target of increasing the amount of vegetables produced by inmate workers at Point MacKenzie's 112 bed Correctional Farm for distribution and consumption at correctional facilities. Inmate workers learn valuable skills and work ethics for future employment. Point MacKenzie produces vegetables, including but not limited to, potatoes, radishes, squash and tomatoes. Inmate workers do the work such as weeding, digging, watering, and tending to the fields and the green house. Vegetables are started in the green house and then transplanted to a 10-acre garden. Starting in mid-July the workforce begins harvesting. All of the vegetables are moved from the fields and prepared for processing. A processing-crew is responsible for the cleaning, blanching, freezing, and shipping of vegetables. Challenges for the inmate workers are weather conditions such as frost, rainfall and high temperatures that affect the growth of vegetables.

Target #4: Increase the percent of graduates of the Residential Substance Abuse Treatment (RSAT) program released on furlough, probation, or parole that follow aftercare recommendations when checked at the six month marker following release from incarceration.

Measure #4: Percent of graduates of the RSAT program released on furlough, probation, or parole that follow aftercare recommendations when checked at the six month marker following release from incarceration.



Analysis of results and challenges: The department is achieving the target of increasing the percent of graduates of the Residential Substance Abuse Treatment (RSAT) program released on furlough, probation, or parole that follow aftercare recommendations when checked at the six month marker following release from incarceration.

Most of the RSAT program graduates from the men's program at Wildwood Correctional Center and the women's program at Hiland Mountain Correctional Center are released into the community on furlough, probation, or parole. Each RSAT program has identified an institutional probation officer who keeps track of the exact date in which the graduate has been in the community for six months following release from incarceration. The

probation officer contacts the furlough, probation, or parole officer identified for each graduate and asks a series of questions regarding their progress. Two important questions are: Has the graduate followed through with aftercare recommendations? Has the graduate been revoked due to a dirty urine analysis?

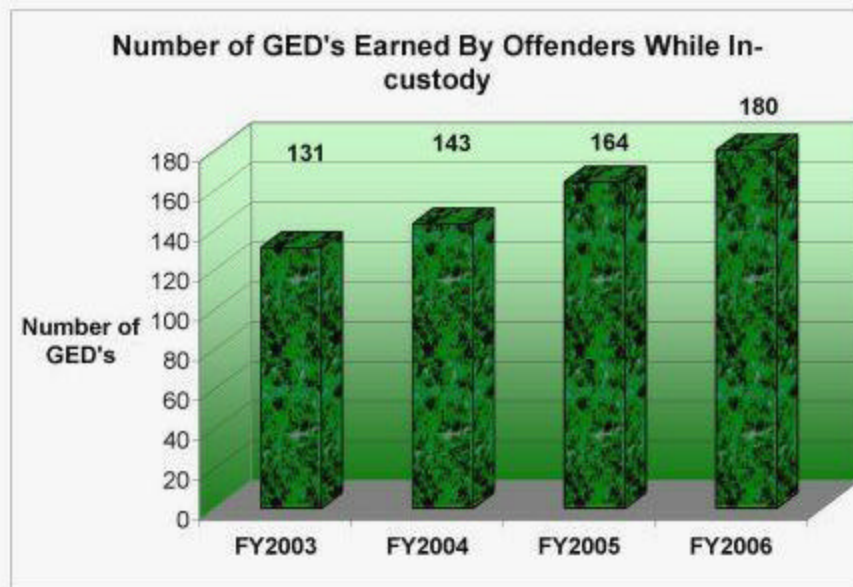
The department has chosen the six-month marker for the follow up data collection because national experts say that most offenders who relapse and re-offend after release from incarceration do so usually within the first sixty days. Six months is more than an adequate window of time to measure success. The information is valuable as it does not rely on the offender "self reporting". It also does not rely on an agency giving an opinion. It is based on data resulting from community supervision monitoring by the department.

Successful transitioning of RSAT graduates into the community is the biggest challenge facing DOC at this time. The department is in the process of developing the management of comprehensive and individualized aftercare plans for the RSAT graduates from both programs.

B1: Strategy - Increase behavioral interventions and referrals.

Target #1: Increase the number of offenders currently without a High School Diploma or General Education Development (GED) who receive a GED while incarcerated.

Measure #1: Number of offenders who receive a GED while incarcerated.

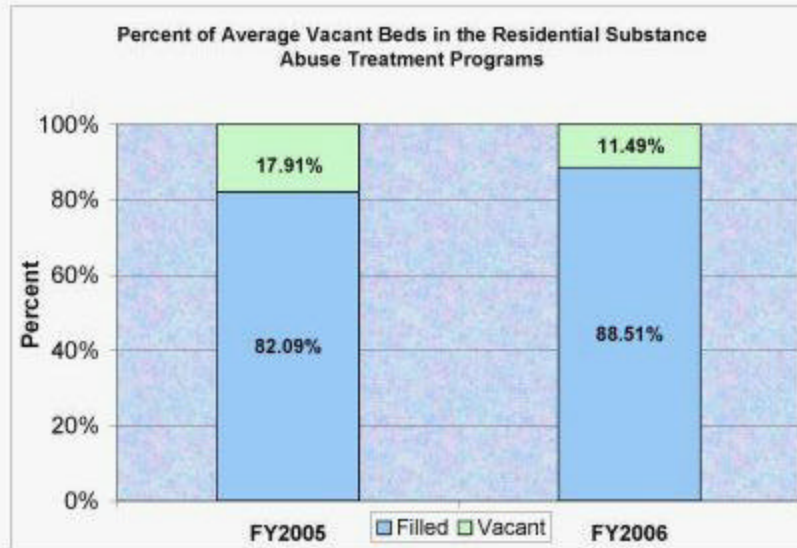


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Beginning in FY2007 the department identified one position to proctor all GED tests in the south-central region. This change will allow the instructors more time to focus on the delivery of education services. The department anticipates that this change will increase the number of offenders who received their GED while incarcerated.

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Measure #2: Percent of average vacant beds in the Residential Substance Abuse Treatment (RSAT) programs.



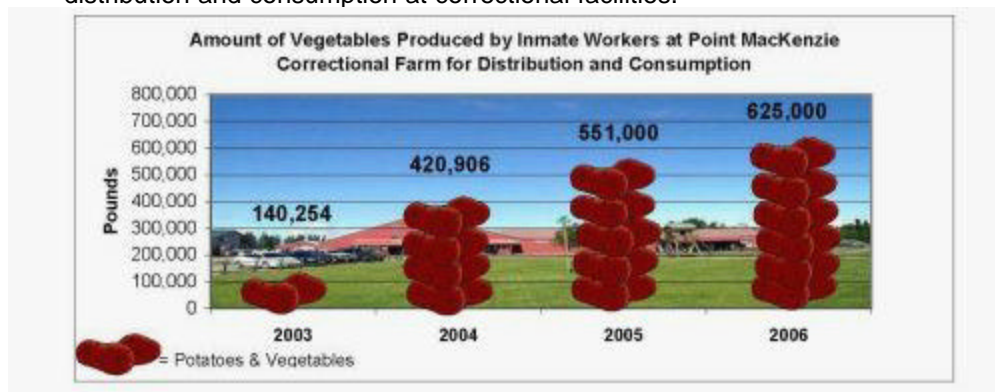
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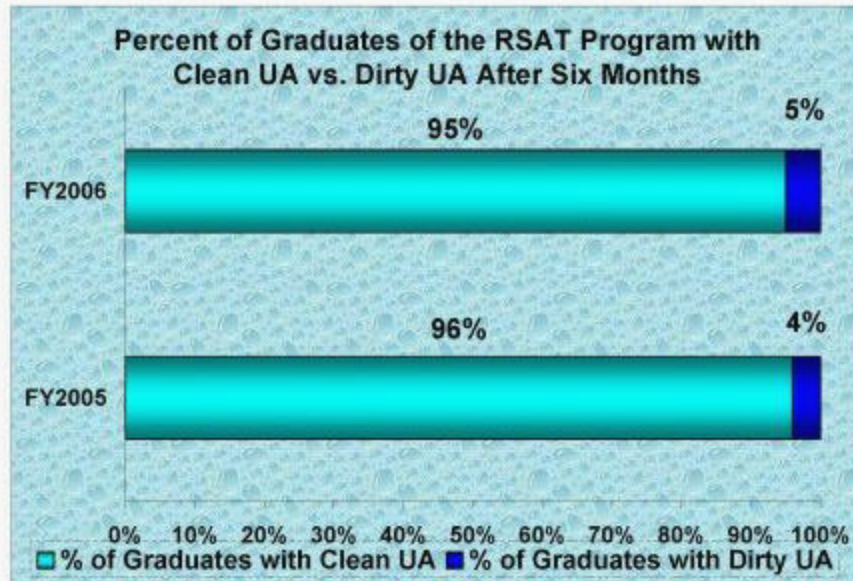
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Target #4: Reduce the percent of furlough, probation, parole revocation involving dirty urine analysis (UA) for graduates of the Residential Substance Abuse Treatment (RSAT) programs when checked at the six-month marker following release from incarceration.

Measure #4: Percent of furlough, probation, parole revocation involving dirty UA's for graduates of the Residential Substance Abuse Treatment (RSAT) programs when checked at the six-month marker following release from incarceration.



Analysis of results and challenges: The department did not achieve the target of reducing the percent of furlough, probation, or parole revocations involving dirty urine analysis (UA) for graduates of the Residential Substance Abuse Treatment (RSAT) programs when checked at the six-month marker following release from incarceration. Each year there was one graduate who had their furlough, probation or parole revoked due to a dirty UA when checked after six months. However, the increased percentage is due to the department testing more graduates in FY2005 than in FY2006. There is no specific number of graduates the department must test and each test is preformed randomly.

Most of the RSAT program graduates from the men's program at Wildwood Correctional Center and the women's program at Hiland Mountain Correctional Center are released into the community on furlough, probation, or parole. Each RSAT program has identified an institutional probation officer who keeps track of the exact date in which the graduate has been in the community for six months following release from incarceration. The probation officer contacts the furlough, probation, or parole officer identified for each graduate and asks a series of questions regarding their progress. Two important questions are: Has the graduate followed through with aftercare recommendations? Has the graduate been revoked due to a dirty UA?

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Key Component Challenges

Manage prisoner overcrowding with disproportionate percentage of unsentenced offenders who have court obligations that require them to remain at the remanding facility.

Provide safety, security, and consistency in daily operations when inmate counts are higher than facility capacity.

Recruit, hire and retain a workforce of well-trained officers to meet the challenge of public protection.

Reduce the ongoing deterioration of the facility and backlog of deferred maintenance that continue to negatively impact daily operations.

Prisoner population continues to drive exceptional transportation and medical cost in an attempt to assure appropriate prisoner care and institutional safety. The prisoner population has steadily increased, creating numerous logistical and financial challenges.

Significant Changes in Results to be Delivered in FY2008

The goal will be to maintain all programs and services relevant to protecting the public. A strong focus will be on efforts to contain costs as well as to find efficiencies and realignment opportunities to meet fiscal realities.

Major Component Accomplishments in 2006

Confronted overcrowding conditions at key institutions by increasing security staffing, transferring inmates between correctional facilities and to the Arizona contract facility.

Initiated and continued a multimedia correctional officer recruitment campaign. This campaign focused on attracting Alaska Native and rural applicants.

The Faith-based Residential program at Palmer Correctional Center, which opened February 2004, is now in its third year of operation. A maximum of thirty-two residents occupy one complete housing unit in this intensive 12-18 month therapeutic program. All program costs, including staffing, are funded by private sector donations through Alaska Correctional Ministries. Since its inception there have been a total of 29 graduates.

In collaboration with the Mat-Su Borough Animal Shelter, Hiland Mountain Correctional Center implemented a letter of agreement to train shelter dogs in basic obedience classes in order to make them more desirable and adoptable to the public. The program began in May 2006. Six dogs were evaluated for temperament by the Shelter Veterinarian. Inmates were selected through review of criminal history and intuitional behavior. A volunteer professional dog trainer and assistant came into the facility once per week for eight weeks to teach the inmates how to train dogs. At the end of the training program a dog graduation ceremony was held. The shelter reports a high success rate of adoptions.

Point MacKenzie Correctional Farm entered into agreements with the Matanuska Susitna Borough (MSB) Animal Control, the Alaska Rail Road, and the Transportation Museum of Alaska. It established a Horse Rescue Program with the MSB Animal Control. Sheltered two horses in FY2006; both successfully auctioned by the MSB. Under the Alaska Rail Road agreement the Food Bank of Alaska netted 620 lbs of fresh ground moose meat for distribution to families living below the poverty level. Under agreement with the Transportation Museum of Alaska refurbished an antique horse drawn sickle bar, horse drawn plow, and a horse drawn disc.

Statutory and Regulatory Authority

- 1) Probation, Prisons and Prisoners (AS 33)
- 2) Welfare, Social Services and Institutions (AS 47)
- 3) Corrections (22 AAC)
- 4) Health and Safety (AS 18)
- 5) Create Corrections (EX.OR.55)
- 6) Criminal Law (AS 11)
- 7) Public Finance (AS 37)

8) State Government (AS 44)

Contact Information
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Institution Director's Office Component Financial Summary

All dollars shown in thousands

	FY2006 Actuals	FY2007 Management Plan	FY2008 Governor
Non-Formula Program:			
Component Expenditures:			
71000 Personal Services	327.8	493.1	481.5
72000 Travel	37.2	33.4	33.4
73000 Services	112.9	260.2	562.0
74000 Commodities	16.0	14.5	14.5
75000 Capital Outlay	0.0	0.0	0.0
77000 Grants, Benefits	0.0	0.0	0.0
78000 Miscellaneous	0.0	0.0	0.0
Expenditure Totals	493.9	801.2	1,091.4
Funding Sources:			
1002 Federal Receipts	0.0	163.6	163.6
1004 General Fund Receipts	493.9	637.6	927.8
Funding Totals	493.9	801.2	1,091.4

Estimated Revenue Collections

Description	Master Revenue Account	FY2006 Actuals	FY2007 Management Plan	FY2008 Governor
<u>Unrestricted Revenues</u>				
None.		0.0	0.0	0.0
Unrestricted Total		0.0	0.0	0.0
<u>Restricted Revenues</u>				
Federal Receipts	51010	0.0	163.6	163.6
Restricted Total		0.0	163.6	163.6
Total Estimated Revenues		0.0	163.6	163.6

**Summary of Component Budget Changes
From FY2007 Management Plan to FY2008 Governor**

All dollars shown in thousands

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
FY2007 Management Plan	637.6	163.6	0.0	801.2
Adjustments which will continue current level of service:				
-Transfer Personal Service Authorization to Point Mac from Institution Director's Office to Meet Vacancy Rates	-78.1	0.0	0.0	-78.1
-FY 08 Health Insurance Increases for Exempt Employees	0.2	0.0	0.0	0.2
Proposed budget increases:				
-Increase for Institutions Electricity	300.0	0.0	0.0	300.0
-Retirement and Non-covered Employee Health Insurance Increases for Division of Personnel	1.8	0.0	0.0	1.8
-FY 08 Retirement Systems Rate Increases	66.3	0.0	0.0	66.3
FY2008 Governor	927.8	163.6	0.0	1,091.4

**Institution Director's Office
Personal Services Information**

Authorized Positions			Personal Services Costs	
	<u>FY2007</u> Management Plan	<u>FY2008</u> Governor		
Full-time	6	5	Annual Salaries	271,228
Part-time	0	0	Premium Pay	1,497
Nonpermanent	0	0	Annual Benefits	208,816
			<i>Less 0.01% Vacancy Factor</i>	(41)
			Lump Sum Premium Pay	0
Totals	6	5	Total Personal Services	481,500

Position Classification Summary

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Administrative Clerk III	1	0	0	0	1
Administrative Manager III	1	0	0	0	1
Criminal Justice Planner	1	0	0	0	1
Division Director	1	0	0	0	1
Secretary	1	0	0	0	1
Totals	5	0	0	0	5